

ANNUAL  
**PROGRESS REPORT**  
2025



**UNB**  
TOWARD **2030**

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## THE PRESIDENT'S REFLECTIONS

It is with great pride that I share this year's progress report on the University of New Brunswick's Strategic Vision, *UNB Toward 2030*.

When our community embraced this vision in February 2020, we understood its ambition. We committed to engaging with the world to tackle the greatest challenges of our time and to create and share the knowledge that would build a better New Brunswick. We knew this commitment would require a willingness to embrace change, to make difficult decisions and to lead with courage and conviction. What we could not have predicted was how quickly those qualities would be tested.

Just one month later, we transitioned the entire university to remote learning in response to the global pandemic. Since then, we have witnessed the emergence of generative AI, rising costs of living and significant restrictions on international student mobility. As I reflect on the past six years, it is clear to me that these challenges have been inflection points demanding clarity of purpose and confidence in our direction. Our Strategic Vision has provided that clarity, and the five pillars that anchor it have been the backbone of the choices that keep us moving forward on our goals amid uncertainty.

Our guiding principles have remained constant. We believe in the transformative power of public education to improve lives and strengthen communities. We believe in the capacity of individuals to use their skills and talent to shape the world around them for the better. And we believe that knowledge has the greatest impact when it is shared widely and generously.

We are a university that is woven into the fabric of the communities in which we live. Across our campuses, we have the invaluable opportunity to see firsthand how our teaching, research and partnerships improve lives and support prosperity. This is a privilege – and it positions us to help understand and address some of the defining challenges and opportunities facing New Brunswick and Canada today: housing, health care, artificial intelligence, energy security, cybersecurity and the creation of a more just and equitable society.

This, to me, is the enduring strength of UNB. It is why I was so eager to return in 2019, and why I will always feel a deep connection to this institution – our commitment to building a brighter future for this province and its people. Six years ago, we pledged to live up to our motto "Sapere Aude" and dare to be wise with courage and conviction. Looking back, it is clear we have lived up to that commitment.

My deepest gratitude to every member of the UNB community for your dedication and ingenuity. You are the reason for our every success. Working alongside you has been one of the greatest honours of my life,



Paul J. Mazerolle  
President and Vice Chancellor



This document highlights the achievements of the past year toward the goals of UNB's Strategic Vision: *UNB Toward 2030*. Unless otherwise indicated, the figures presented represent the period of March 2024 to April 2025.



## OUR STRATEGIC VISION AND ITS CONTEXT

Universities exist to foster and share the knowledge that is essential to create positive change. *UNB Toward 2030* calls on our community to tackle society's grand challenges with bold new ideas and decisive action to secure a more just and prosperous future for our province and the world.



### OUR VISION

We aspire to be a university of influence through excellence and innovation in research and teaching to enable positive social change across our communities.



### OUR MISSION

To inspire and educate our people to become problem solvers and leaders in the world, undertake research that addresses societal and scientific challenges, and engage with our partners to build a more just, sustainable and inclusive world.



### OUR COMMITMENT

Piluwitahasuwawakon. A Wolastoqey word gifted to UNB by Opolahsomuwehs (Elder Imelda Perley) which means "allowing your thinking to change so that action will follow in a good way toward truth," and considering and sharing other world views, histories and practices. This commitment lies behind all that we do as a university. In all that we do, we commit to walking this path together, as we are all treaty people.



### OUR ASPIRATIONS

#### UNB will be:

- Recognized internationally for the strength of our research.
- Financially and environmentally sustainable, and working toward a carbon-neutral future.
- A trusted voice in major discussions and debates across the community.
- Celebrated for our transformative educational experiences, innovative programs and commitment to experiential learning.

In achieving these goals, we will:

- Offer comprehensive, accessible and flexible educational programs.
- Provide students the critical thinking, empathy and skills to solve societal problems.
- Enhance educational attainment across the community.

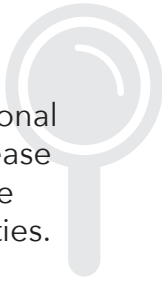
■ PILLAR 1

**RESEARCH**

IMPACT



The challenges we face as a society demand meaningful and innovative research. As New Brunswick's only national comprehensive university, we will increase our research performance and mobilize this knowledge to transform communities.



WE WILL CONTINUE TO DEVELOP AREAS OF **RESEARCH STRENGTH** AND ENSURE THAT UNB'S RESEARCH PERFORMANCE AND ITS PEOPLE ARE **RECOGNIZED NATIONALLY AND INTERNATIONALLY.**

## KEY ACTIONS:

- Double the annual value of our research grants and contracts
- Strategically invest in research strengths, tied to major societal challenges
- Increase research productivity of our faculty
- Expand graduate student enrolment to 25% of our student body
- Increase recognition and support for Indigenous research methods



## NEW RESEARCHERS

Since 2020, 83% of UNB's research faculty hired have successfully secured research funding for their research programs within their first five years here, whether from internal sources, such as our University Research Fund, or through external funding programs such as Tri-Agency grants.



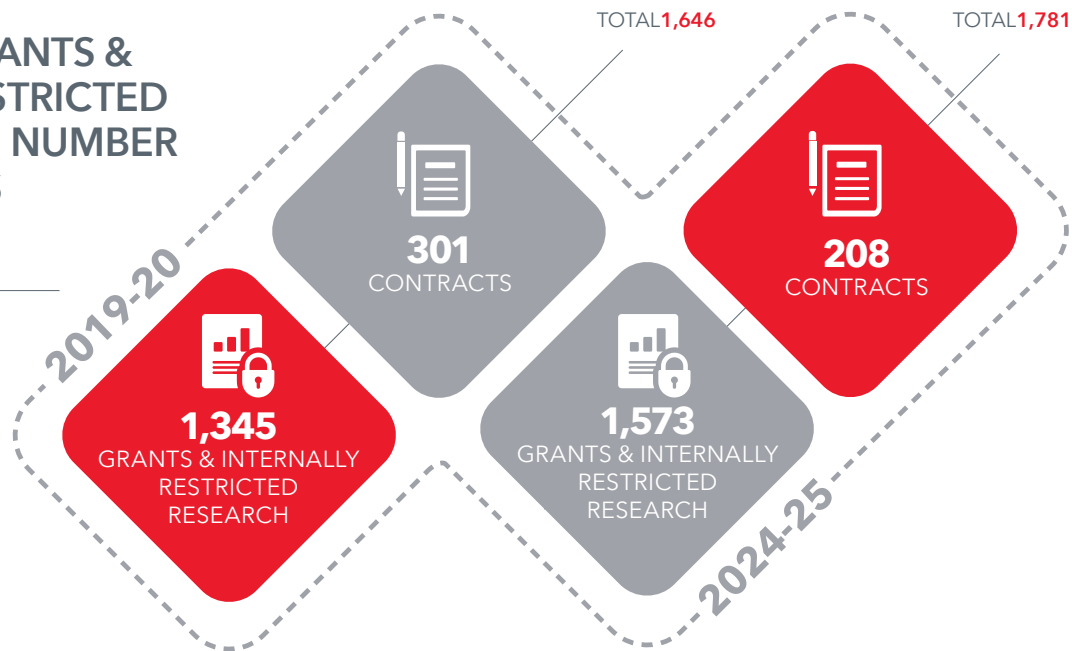
THIS TREMENDOUS SUCCESS DEMONSTRATES A SHARED COMMITMENT TO THE VALUE OF RESEARCH AND TO SUPPORTING OUR NEWEST GENERATION OF ACADEMICS IN THEIR APPLICATIONS.

## CAUBO-SPONSORED RESEARCH PLUS SPRINGBOARD REVENUE

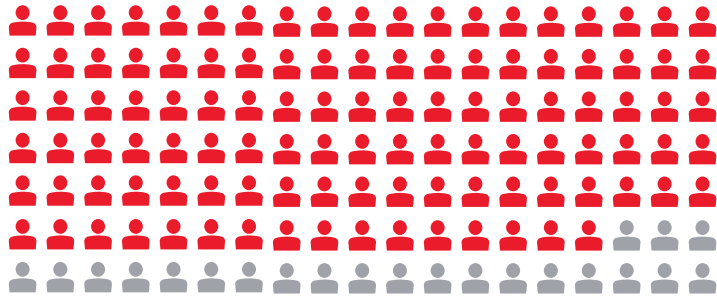
Since 2019-20, our annual value of our CAUBO-sponsored research and Springboard revenue increased 6%.



## NUMBER OF GRANTS & INTERNALLY RESTRICTED RESEARCH AND NUMBER OF CONTRACTS



**+8% INCREASE IN GRANTS AND CONTRACTS SINCE 2019-20**



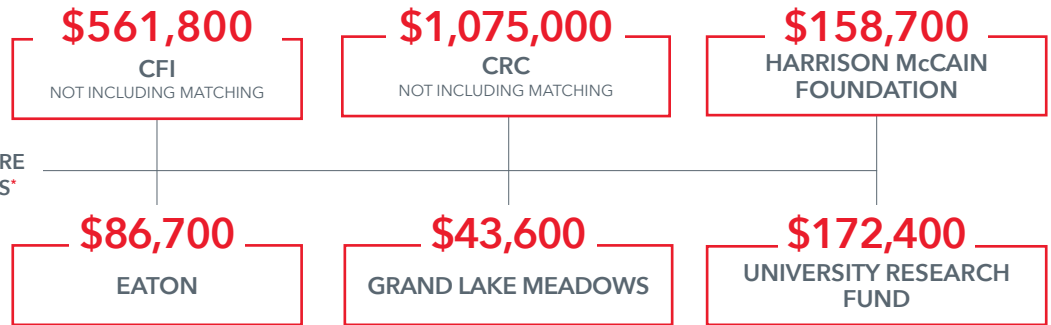
**133**   
**RESEARCH FACULTY JOINED UNB**  
 SINCE 2019-20

**111**   
**HAVE RECEIVED RESEARCH FUNDING SUPPORT** 

**2024-25 RESEARCH INVESTMENT**  
**\$2,098,368**

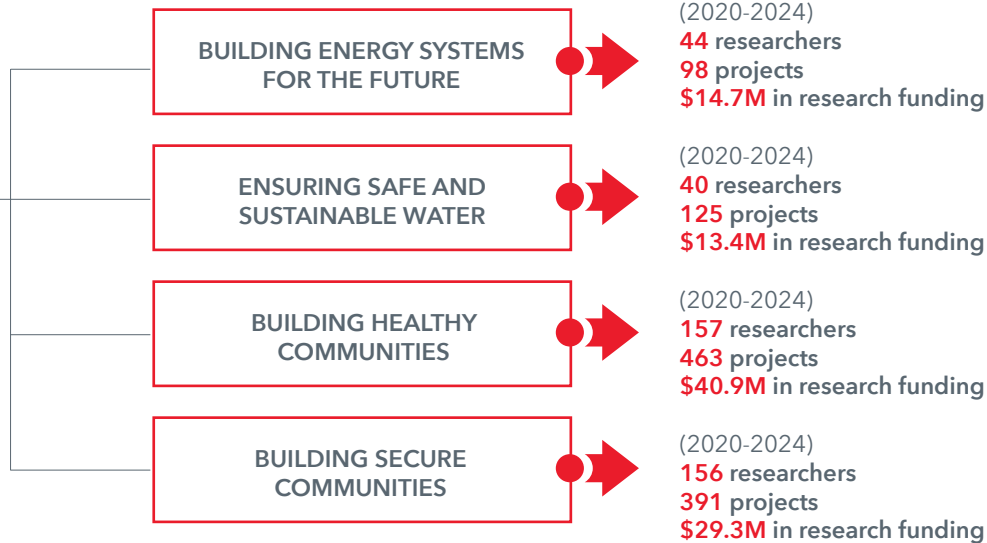
strategically invested in our **research strengths** through **institutional awards**, which include both internal and large external university awards.

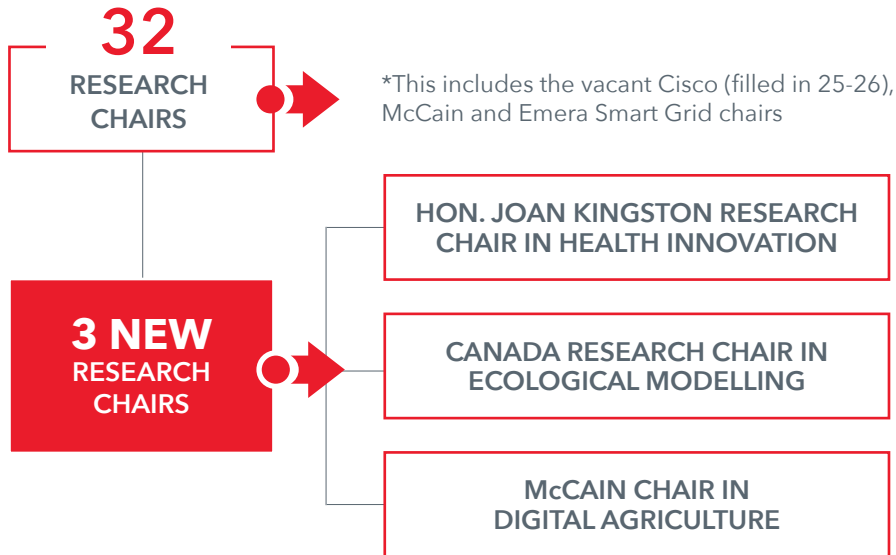
THIS FIGURE INCLUDES\*



*\*Information from a combination of ROMEO and Colleague*

We established four areas for **research focus**, to address some of the grand challenges facing New Brunswick and the world:





**17.3%** OF STUDENT BODY ARE **GRADUATE STUDENTS**

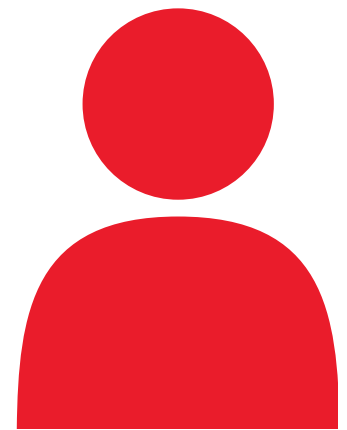
### RESEARCH & COMMUNITY PARTNERSHIPS

- ➔ Piluwitahasuwin (AVP Indigenous Engagement) continued to lead UNB's Reconciliation strategy and community engagement.
- ➔ Two \$100,000 endowments established by J.W. (Bud) Bird to fund annual Indigenous student research projects, including wild salmon grants for experiential learning.

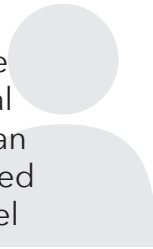


 **PILLAR 2**

# **TRANSFORMATIVE** EDUCATION FOR THE FUTURE



Our programs and courses respond to the changing needs of the world. Our students thrive inside and outside of the classroom. UNB provides an exceptional learning experience that offers more than just a degree. Our students are supported in an environment in which they truly feel they belong. They take with them the skills and abilities to thrive in a world full of challenges and opportunities.



OUR PROGRAMS AND COURSES RESPOND TO THE CHANGING NEEDS OF THE WORLD. OUR STUDENTS THRIVE INSIDE AND OUTSIDE OF THE CLASSROOM.

## KEY ACTIONS:

- Develop interdisciplinary and innovative programs for the future world of work
- Provide every student with an opportunity for experiential learning
- Create more inclusive learning environments
- Provide faculty support in fostering the development of innovative learning and teaching pedagogies
- Embrace Indigenous knowledges
- Expand online, micro-credential options and professional learning opportunities
- Support the holistic and transformational development of students in all learning environments



RESPONDING TO A CHANGING WORLD WITH

# NEW AND MODIFIED PROGRAMS

## STANDOUT PROGRAMS

MASTER OF ENGINEERING  
LEADERSHIP IN  
DESIGN INNOVATION  
APPROVED NOVEMBER 2024

ADMINISTRATION  
(ONLINE MODIFICATION)  
NOVEMBER 2024

BACHELOR OF APPLIED  
MANAGEMENT  
(ONLINE MODIFICATION)  
APPROVED JUNE 2024

CERTIFICATE AND  
DIPLOMA IN WABANAKI  
GOVERNANCE  
APPROVED APRIL 2025



## EXPERIENTIAL LEARNING



**6,554**  
STUDENTS

PARTICIPATED IN  
AN EXPERIENTIAL  
LEARNING OPPORTUNITY



STUDENTS  
COMPLETED  
**18,368**  
UNIQUE  
EXPERIENCES

REPRESENTS **62%**  
OF THE TOTAL  
ENROLLED  
STUDENT BODY

**62%**

- ➔ **\$1.25M from PETL Future New Brunswick and Future Wabanaki** to remove barriers to participation in experiential learning.
- ➔ **69 individual Mitacs Business Strategy Internship Awards** providing \$800,720 to support student internships.
- ➔ **14 CEWIL Canada iHub projects** providing more than \$800,000 to support direct student bursaries and project-related expenses to deliver course-based experiential learning opportunities across a diverse range of academic programs and campuses.
- ➔ **414 different employer organizations** partnered with UNB to provide experiential opportunities and mentorship for students.

## CREATING AN INCLUSIVE LEARNING ECOSYSTEM WITH THE RIGHT TECHNOLOGIES



**EQUIPMENT LOANS**

TO STUDENTS,  
STAFF AND FACULTY



**TERM-LONG LAPTOP LOANS (2024-25)**

HELPED UNDERGRADUATE AND GRADUATE  
STUDENTS PARTICIPATE FULLY AT UNB



**Improved classroom equipment** AI-powered presenter-tracking cameras for hybrid class delivery and dynamic instructor-to-learner engagement.



**State-of-the-art Moncton videoconferencing classrooms** completed in January 2025, connecting learners in Nursing to educators and speakers from around the world.



**Improved virtual learning environment** through new instructional technology. FeedbackFruits pilot launched in January 2025, transforming online learning.

## EMBRACING INDIGENOUS KNOWLEDGES

The Office of the Piluwitahasuwin supports faculties to strategically connect with Wabanaki-based organizations and communities. The office was created in 2018 and has contributed greatly toward curricular integration and program development since then.



**WABANAKI LEARNING CENTRE:**

With a vision and concept design developed through collaboration between the Council of Elders, UNB, the Office of the Piluwitahasuwin, the Mi'kmaq-Wolastoqey Centre and architects Fathom Studio, the Wabanaki Learning Centre will serve as a vital resource, fostering Wabanaki teachings and supporting Indigenous students through the integration of traditional culture and education.

**CERTIFICATE AND DIPLOMA IN WABANAKI GOVERNANCE:**

The faculty of education, through engagement sessions with Wabanaki communities, received approval to begin programs in Wabanaki governance with a goal to develop culturally competent leaders equipped with an understanding of treaty rights, policies, Wabanaki cultures, languages and worldviews. The program is scheduled to launch in September 2026.

**INDIGENOUS EDUCATION DEVELOPER:**

The Indigenous Education Developer position was created in 2024 to focus on Indigenizing curriculum, programming and the learning environment. The Indigenous Education Developer guides faculty in embedding Indigenous knowledges and Two-Eyed Seeing into course design.

**SMUDGING POLICY:**

UNB's Smudging Policy creates designated areas for smudging and pipe ceremonies. Our smudge-friendly rooms are approved places for practicing this culturally sacred ceremony, as well as pipe ceremonies, in a safe and respectful environment.



# PREDICT AND ENHANCE LEARNER EXPERIENCE

PROACTIVE EDUCATION, TRAINING AND SUPPORT FOR FACULTY AND INSTRUCTORS.

## DIPLOMA IN UNIVERSITY TEACHING

Complete review and rescoping underway to ensure we meet the needs of graduate students, new faculty members and those wishing to further develop their skills across the many modalities now available to reach learners.



FACULTY PARTICIPATED IN **119 DEVELOPMENT EVENTS** FOR TEACHING & LEARNING

### SCHOLARSHIP OF TEACHING & LEARNING



ATTENDEES AT KALEIDOSCOPE AND MOSAIC TEACHING CONFERENCES

### 2024-25 ENGAGEMENT STATS

**1,722**  
TOTAL ATTENDEES

**544**  
UNIQUE ATTENDEES

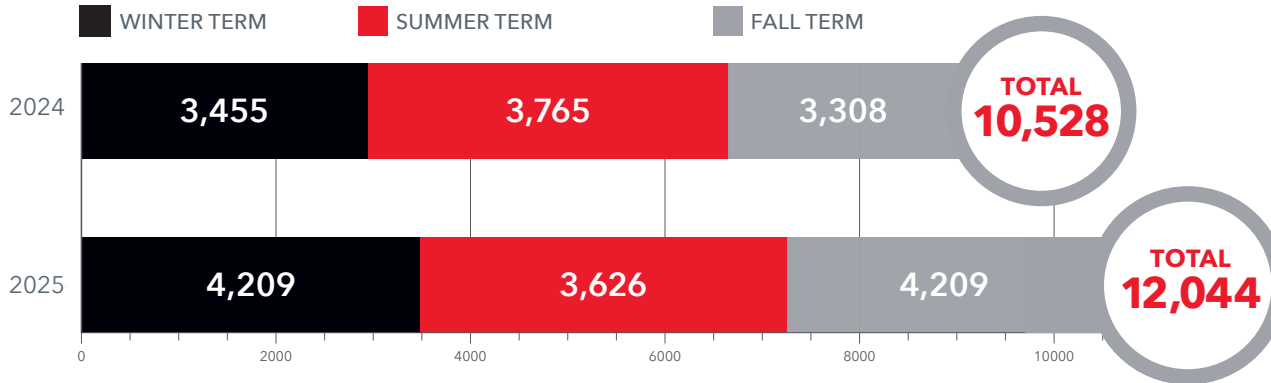
### INVESTMENT IN PEDAGOGY



FUNDING AWARDED FROM TEACHING AND LEARNING PRIORITY FUND TO 8 PROJECTS TO ADVANCE PEDAGOGY

## UNB ONLINE

### 2024 - 2025 ONLINE REGISTRATIONS



## ONLINE PROGRAMS

- 

Created online options for existing in-person offerings of **Bachelor of Applied Management** and **Master of Business Administration**.
- 

First classes offered Fall 2025.
- 

More in the development pipeline.

### ENROLMENT FOR NON-CREDIT PROGRAMMING - EXECUTIVE EDUCATION AND PROFESSIONAL DEVELOPMENT

2023-2024: **5,664** > **2024-2025: 6,137**

**DIFFERENCE: 473**

% CHANGE: 8.4%



### BEST INSTITUTION FOR PROFESSIONAL DEVELOPMENT IN ATLANTIC CANADA

Named Best Institution for Professional Development in Atlantic Canada in 2025 by the Atlantic Business Magazine's Best of Atlantic Canada Readers' Choice Awards.

## ENHANCED STUDENT SUPPORT

### INTRODUCING iCENT:

- A simplified way for incoming, primarily international, students to interact with helpful information about UNB.
- In first six months: 378 users. App opened 5,000+ times.

### SIMPLIFYING THE FINANCIAL AID PROCESS:

- Consolidated bursary applications and provided streamlined access for students applying for UNB-based financial aid.

### ACADEMIC ACCOMMODATIONS POLICY ADOPTED:

Formalizes UNB’s commitment to equitable academic support for students with disabilities, aligning practice with the New Brunswick Human Rights Act and strengthening an inclusive learning environment.

### UNB WELLNESS HUB OPENED:

The UNB Wellness Hub provides students with a welcoming, inclusive space to connect, relax and engage with health and wellness resources. Operated by Counselling Services, the Hub offers regular health and wellness programming, events and opportunities for social connection.

### EXPANDED STUDENT SUPPORT & INTERVENTION SERVICES:

The Student Support & Intervention Team (SSIT) expanded to the Saint John campus, strengthening UNB’s ability to provide early, coordinated support for students experiencing distress or complex challenges.



## REDS

277

U SPORTS  
STUDENT-ATHLETES

148 U SPORTS  
Academic All-Canadians  
(53.4% of UNB U SPORTS athletes)

66 AACs earned  
a 4.0 GPA or higher



## SEAWOLVES

119

ACAA  
STUDENT-ATHLETES

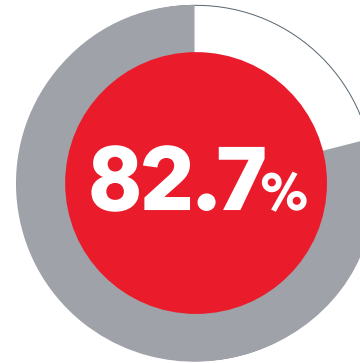
119 ACAA student-athletes

39 CCAA National Scholars  
(GPA of 3.7 or above)

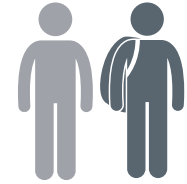
18 had GPA of 4.0 or higher

4 had a perfect 4.3 GPA

7 Academic All-Canadians



## 2024-25 RETENTION RATE\*



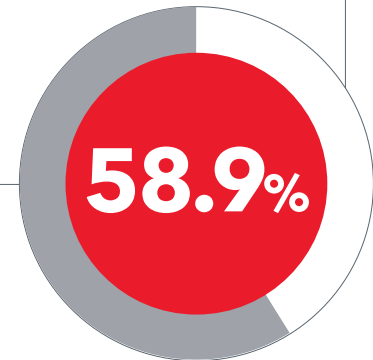
82.3% DOMESTIC  
87.2% INTERNATIONAL

\*Retention rates are aggregated from 2002 Fall cohorts forward. Measures new full-time degree-seeking students who come to UNB directly from high school.

for all students

## 2024-25 SEVEN-YEAR GRADUATION RATE\*\*

for all students



58.9% DOMESTIC  
58.6% INTERNATIONAL

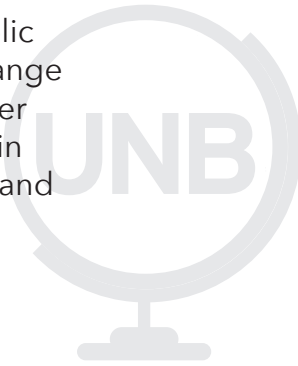
\*\*Seven-Year graduation rates are aggregated from 2002-2020 fall cohorts forward. Measures new full-time degree-seeking students who come to UNB directly from high school.

■ PILLAR 3

# ENGAGEMENT AND IMPACT



UNB exists to serve the public good, to create positive change in the world. As the epicenter of research and innovation in New Brunswick, we will expand our reach to help solve the challenges of today and tomorrow.



WE WILL INVEST IN COLLABORATIVE INDUSTRY, GOVERNMENT, COMMUNITY AND INTERNATIONAL PARTNERSHIPS TO **DRIVE ECONOMIC GROWTH** AND SOCIAL DEVELOPMENT. WE WILL **TELL OUR STORY PROUDLY TO THE WORLD.**

## KEY ACTIONS:

- Engage globally to translate research knowledge for community well-being
- Enhance national and international university partnerships to boost collaborative research toward major societal challenges
- Expand external partnerships to enrich student and professional learning opportunities and research collaborations
- Invest strategically to tell our story to the world



UNB HAS EXPANDED ITS ROSTER OF STRATEGIC PARTNERS FROM 3 TO 7 SINCE 2019, MORE THAN DOUBLING ITS TOTAL.

### STRATEGIC PARTNERSHIPS

UNB's strategic partnerships are **unique, highly managed relationships** with seven of New Brunswick's largest employers:

These relationships have led to thousands of interactions between UNB faculty, staff and students and strategic partner representatives in support of shared engagement goals.



**+6,646** (+27%)  
**STUDENT INTERACTIONS WITH STRATEGIC PARTNERS** OCCURRED THROUGH **99** EDUCATION ENRICHMENT OPPORTUNITIES

▼  
 This includes tours, mentorship, capstone projects, guest talks, etc.

In May 2024, UNB added Shannex as its **6th strategic partner**.

In July 2024, UNB added NB Power as its **7th strategic partner**.

**413** (+33%)  
**EXPERIENTIAL LEARNING OPPORTUNITIES**  
 PROVIDED BY STRATEGIC PARTNERS.

This includes 4-month co-op placements, summer positions, internships, preceptorships, applied research, etc.

## STRATEGIC PARTNERSHIPS CONT.

- 
**\$52,650 in sponsorship support** from strategic partners for student- and university-led events, conferences and initiatives.
- 
**\$315,250 (+40%) in scholarships and bursaries** distributed to UNB students by strategic partner corporately-funded awards.
- 
 Strategic partners participated in **over 52 (+37%) talent acquisition initiatives at UNB** with the goal of hiring student and new grad talent.
- 
**15 (+230%) new students supported through the Base Gagetown Transition Unit** via the strategic partnership connections.
- 
**Over 200 (+25%) strategic partner representatives** engaged with UNB students, faculty and staff via shared initiatives and events (by occurrence per partner).
- 
**More than 75% of these strategic partner representatives were UNB alumni.**
- 
 The Strategic Partnerships Office supported **4 major research initiatives** involving strategic partners.

# McKENNA INSTITUTE

SINCE ITS **OFFICIAL LAUNCH** IN SEPTEMBER 2021:

- \$3M COMMITTED TO **RURAL DIGITAL TRANSFORMATION, AND EQUITY AND DIVERSITY INITIATIVES**
- \$6M IN SUPPORT OF THE **RESEARCH INSTITUTE IN DATA SCIENCE AND ARTIFICIAL INTELLIGENCE**
- 4k<sup>+</sup> REGISTERED USERS OF **IBM SKILLSBUILD** THROUGH THE McKENNA INSTITUTE

\$13.9M

IN **SCHOLARSHIP FUNDING RECEIVED**

\$516.2k

AWARDED TO DATE OVER 60 SCHOLARSHIPS

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50<sup>+</sup>

ONGOING PROJECTS

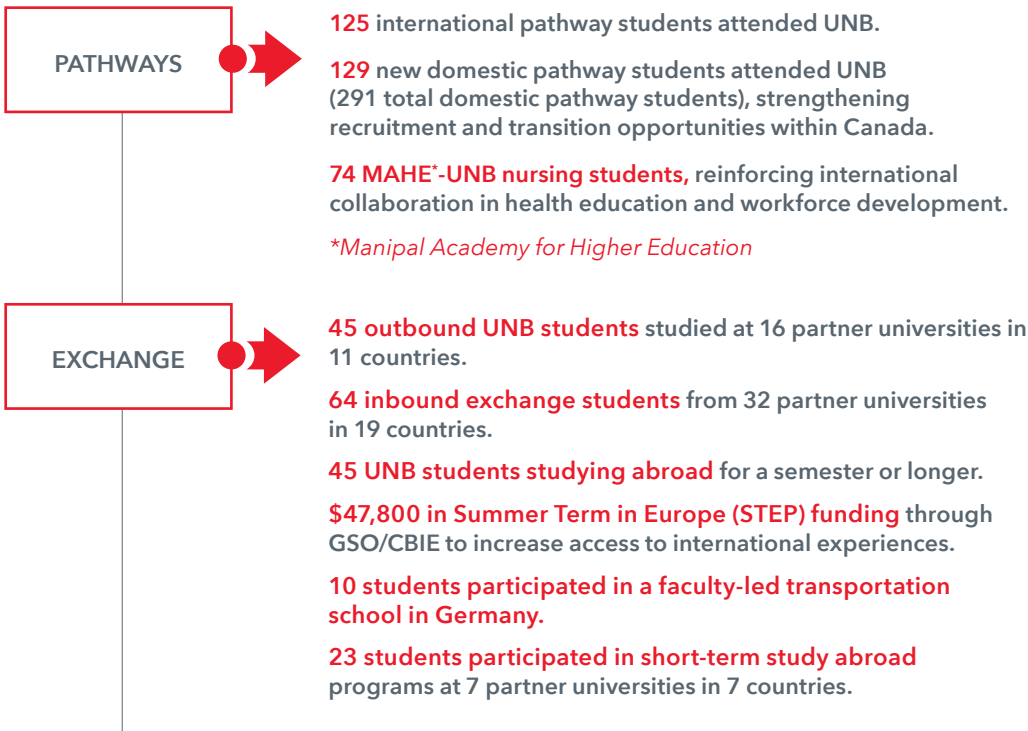
## 2024-25 HIGHLIGHTS

- **\$3.75M partnership led by McCain Foods** and other NB institutions to revolutionize digital agriculture, progress regenerative farming practices and minimize the impact of climate change on farmland: Chair of Digital Agriculture will create a “digital twin” of McCain’s Farm of the Future in Florenceville, N.B.
- **24 McKenna Scholars:** a total award value of \$205,000 to help women, Indigenous students and students in financial need.
- **Promise Partnership Digital Literacy Youth Initiative** embraces digital literacy and expands to Moncton.
- \$10M investment from the Government of Canada to create the **Cyber Attribution Data Centre\* (CADC)** at UNB.

\* Led by the Canadian Institute for Cybersecurity and supported by the McKenna Institute, the CADC will apply advanced cyber attribution intelligence analytics to identify malicious cyber actors while developing comprehensive programs to train the next generation of AI enabled cyber attribution specialists.

## ENGAGEMENT AT HOME AND AROUND THE WORLD

UNB'S PARTNERSHIPS PORTFOLIO CONTINUES TO STRENGTHEN PATHWAYS INTO THE UNIVERSITY, EXPAND GLOBAL LEARNING OPPORTUNITIES AND DEEPEN ENGAGEMENT LOCALLY, NATIONALLY AND INTERNATIONALLY.



13 MOUs MEMORANDA OF UNDERSTANDING > 12 SEAs STUDENT EXCHANGE AGREEMENTS > 4 AGREEMENT RENEWALS > 6 DOMESTIC PATHWAY & 3 INTERNATIONAL PATHWAY AGREEMENTS

## STRATEGIC MARKETING AND COMMUNICATIONS

### DO MORE MARKETING CAMPAIGN DOES MORE THAN JUST INSPIRE

UNB is more than you imagine, and so are you. Launched in 2024-25, the *Do More* campaign exceeded all key metrics. This campaign places a stronger focus on prospective students and their supporters and targets audiences with integrated messaging across a variety of advertising channels, from online ads to gaming app ads to theatre ads, to drive awareness and build reputation.



127,420,939 digital ads



### UNB.CA GETS A NEW LOOK

In 2024-25, UNB conducted a comprehensive audit and evaluation of the website and engaged internal and external to gather insights and determine the best path forward. A plan was developed to refresh the website and provide best-in-class enhancements. The goal is to create a simple, intuitive experience for every visitor to UNB.ca and to highlight UNB's value and impact more prominently.

- 2,816,890 unique visitors to website
- 15,292,240 webpage views

### MAKING HEADLINES: BIG WINS IN STORYTELLING

Through consistent and strategic storytelling, media engagement and social media presence, UNB continues to strengthen its brand identity and position itself as a leader in higher education locally, nationally and globally. Content that highlights institutional achievements, academic excellence, faculty expertise, student success stories, research advancements and community impact enhances the university's reputation and attracts a range of audiences, including prospective students, employees, partners and donors.

- 73 story ideas pitched to media outlets
- 207 stories published in the UNB Newsroom
- 212,508 fans and followers engagements (+57.4%) - times people interacted (i.e. liked, commented, shared) on social media
- 1,312,499 interactions with UNB social media posts

*\*Stats represent organic posts on corporate social media accounts only and excludes paid social media campaigns. Accounts include Facebook, X, Instagram, LinkedIn, YouTube and TikTok. Some stats averaged.*

## UNB ALUMNI

# 100,000 REASONS TO BE PROUD

- ➔ **31,852 alumni engagements with events, programs and affinity benefits**  
(up 13% from 2023-2024, and 52% from 2020).
- ➔ **1,245,479 engagements with our communications including alumni news, emails, social media and podcasts**  
(up 35% from 2023-24 and 286% from 2020).
- ➔ **26,147 student engagements through sponsorship, scholarships, events and programs**  
(up 1% since 2023-24 and 522% since 2020).

### REDESIGN OF DIGITAL ALUMNI NEWS MAGAZINE

Modern, easy-to-navigate, evergreen alumni news site launched November 2024.

### AWARENESS CAMPAIGN LAUNCHED

100,000 Reasons to Be Proud: a year-long alumni awareness and pride campaign launched in December 2024. Featuring 18 alumni profiles, paid ads, promotions and contests, the campaign succeeded in driving a record number of story submissions and engagement with our alumni around the world. In our recent Alumni Engagement Survey, the Awareness & Pride driver increased from 73.4% to 81.2%, which is also an indicator of the success of the campaign.



THE CLASS OF 2024 MARKED 100,000 LIVING ALUMNI – AN EXTENDED FAMILY MAKING A POSITIVE DIFFERENCE IN COMMUNITIES AROUND THE WORLD.

## MOVING UP THE RANKINGS

Our community’s focus on undertaking high quality, innovative and impactful research is visible in numerous ways, including our institution’s performance in international rankings. Over the past five years, our overall position in the Times Higher Education ranking has moved up a full tier, from 801-1000 to 601-800. Our research quality scoring has increased from 37.4 to 61.9 over that same period and our industry score – an indicator of how well we can help them through innovation and invention – has increased from 42 to 67.1.

### SHANGHAI RANKING (ARWU)

WORLD UNIVERSITY RANKINGS	
WORLD	901-1,000 (out of 1,000)
BEST SUBJECT	Telecommunications Engineering 151-200 (Out of 400 institutions)

### TIMES HIGHER EDUCATION (THE)

WORLD UNIVERSITY RANKINGS	
WORLD	601-800 (out of 2,191)
SUBJECT	Engineering 251-250** (out of 1,488)
IMPACT RANKINGS	
WORLD	401-600 (out of 2,318)

### QS WORLD UNIVERSITY

SUBJECT RANKINGS	
WORLD	651-700 (out of 850) Computer Science and Information Systems
WORLD	351-400 (out of 477) Agriculture and Forestry
QS STARS RATING (OUT OF A 5 STAR RATING)	
★ ★ ★ ★ ★	
QS SUSTAINABILITY RANKINGS	
WORLD	472 (out of 1,744)

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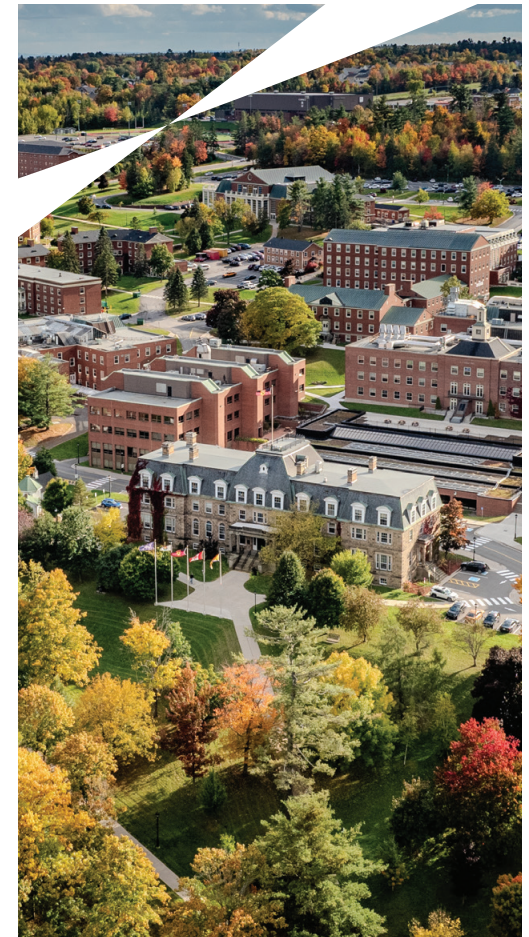


**TOP 20% IN THE WORLD**

+



**TOP 14 (OF 29) IN CANADA**



■ PILLAR 4

**PEOPLE-CENTRIC,**  
VALUES-INFORMED  
UNIVERSITY  
COMMUNITY



Our most valuable assets are our people - our students, faculty, staff and alumni.



WE WILL INVEST IN OUR PEOPLE, ESTABLISH SYSTEMS FOR SCHOLARS AND STUDENTS TO WORK BETTER TOGETHER, AND CREATE CONDITIONS WHICH FOSTER A COMMUNITY IN WHICH WE ALL BELONG. WE WILL BE ONE UNB - EXCELLENT, INCLUSIVE AND ENGAGED.

## KEY ACTIONS:

- Increase the participation of under-represented groups in leadership roles across UNB
- Further develop a human resource strategy that enables our people to realize their full potential
- Expand professional and leadership development opportunities for faculty and staff
- Foster a culture of support, recognition and celebration



**INCREASE PARTICIPATION OF UNDER-REPRESENTED GROUPS IN LEADERSHIP ROLES ACROSS UNB**

Expanded our use of social media to raise awareness of leadership opportunities, reaching a broader and more diverse group of potential leaders.

**FURTHER DEVELOP A HUMAN RESOURCES STRATEGY THAT ENABLES EMPLOYEES TO REALIZE THEIR FULL POTENTIAL**

Continued promotion of LinkedIn Learning and responsible AI use has supported faculty and staff in accessing development resources, with adoption steadily increasing.

**WHAT OUR COMMUNITY IS ACCESSING VIA LINKEDIN LEARNING:**

SKILL	COURSE COMPLETIONS	TOTAL HOURS WATCHED
AI*	107	210.47
DEI	56	109.19
PROJECT MANAGEMENT	116	339.33
LEADERSHIP	138	267.84
PRODUCTIVITY TOOLS*	85	245.33
—	<b>502</b>	<b>1172.16</b>

FOCUS AREA	HOURS INVESTED	KEY OUTCOMES	TOPICS
AI & FUTURE-READY SKILLS	210+	Digital transformation readiness, confidence with emerging tools	Focus on enterprise AI literacy and enablement
LEADERSHIP DEVELOPMENT	267+	Enhanced communication, coaching, trust-building	Developing Emotional Intelligence, People Management, Team and Project Leadership skills
DEI & INCLUSION	109+	Commitment to belonging, psychological safety	Building Diversity, Inclusion and Belonging and supporting Allyship
PROJECT MANAGEMENT	339+	Improved planning, collaboration, delivery success	Agile Project Mgt., Change Mgt., Agile Methodologies and MS Projects
PRODUCTIVITY TOOLS (EXCEL, TEAMS, COPILOT)	250+	Smarter workflows, reduced friction, better collaboration	Microsoft 365 skills and data driven work. Excel, Copilot and Teams were the top MS tools.



### EXPAND PROFESSIONAL AND LEADERSHIP DEVELOPMENT OPPORTUNITIES FOR FACULTY AND STAFF

Curated LinkedIn Learning pathways and a streamlined the tuition waiver process make professional growth more accessible and easier to pursue.

### FOSTER A CULTURE OF SUPPORT, RECOGNITION, AND CELEBRATION

Increased communication about mental health and employee support services is helping to improve awareness and access. Engagement with the President’s Awards continues to grow, strengthening our culture of recognition.

#### RECOGNITION & LEADERSHIP



**April 2024: Chief Patricia Bernard (BEd’96, LLB’99)** was awarded an alumni award of distinction for securing a historic settlement for the Madawaska Maliseet First Nation. This \$145 million settlement is the largest land claim settlement in Maritime history. Chief Patricia Bernard submitted the original claim while in her second year at UNB Law and spent the next 23 years fighting for justice for the community.

**April 2024: Mi’gmaq entrepreneur, Victoria LaBillois (BA’91, MBA’04),** honoured with UNB’s faculty of management certificate of achievement award and inducted permanently on the faculty’s alumni wall of fame.

**April 2024: Unveiling of oetjgoa’tigemg (the days past) art by Mi’gmaq artist, Tara Francis,** commissioned by the faculty of arts at UNB Saint John which tells the interconnected and intergenerational histories of Menahqesk (Saint John).

## UNB NAMED ONE OF CANADA’S TOP 100 EMPLOYERS.

UNB was named one of Canada’s Top 100 Employers for the 12th year. This recognition highlights organizations with exceptional HR programs and forward-thinking workplace policies. UNB received an A+ rating for work environment, reflecting flexible work arrangements and commuter amenities. The university also earned top marks for in-house training and development, including online learning, leadership programs and support for professional accreditation.

## UNB NAMED ONE OF ATLANTIC CANADA’S TOP EMPLOYERS FOR 12TH CONSECUTIVE YEAR.

UNB was recognized for helping employees and their families give back to the community, through such initiatives as Giving Day, a collaborative effort led by the Students’ Representative Council, UNBSU and the UNB Associated Alumni. \$47,165, directly benefiting UNB students.

## HUMAN RIGHTS AND EQUITY OFFICE

### DRIVING CHANGE THROUGH THE SCARBOROUGH CHARTER

In February 2025, UNB signed the Scarborough Charter, affirming its commitment to advancing Black inclusion, addressing anti Black racism, and strengthening institutional accountability. Since then, the university has taken action aligned with the Charter's four pillars by reinforcing key policies, deepening leadership awareness and accountability, expanding education and community engagement, and strengthening partnerships through the Human Rights and Equity Office. Together, these efforts demonstrate UNB's ongoing commitment to fostering a more inclusive, equitable, and accountable university environment.

### ADVANCING A SAFER AND MORE RESPECTFUL CAMPUS ENVIRONMENT

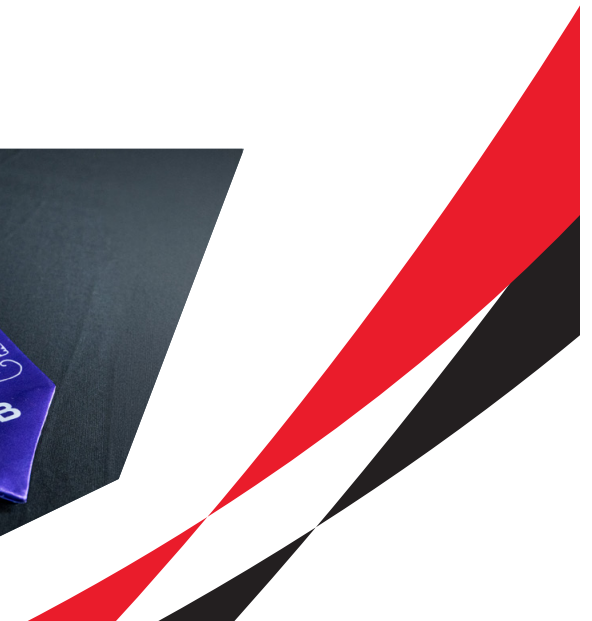
On May 27, 2025, UNB implemented its revised Harassment and Discrimination Policy, marking a significant milestone in the university's ongoing commitment to fostering a safe, respectful and accountable campus environment. This launch follows an extensive review process, which outlined plans to strengthen institutional responses to harassment and discrimination. The updated policy introduces clearer expectations for conduct, enhanced accountability for individuals in positions of authority and a more structured approach to early conflict resolution.

### CELEBRATING IDENTITY AND INCLUSION: UNB UNVEILED NEW CULTURAL CONVOCATION STOLES

UNB introduced two new ceremonial graduation stoles to honour, celebrate and recognize First Nations, Inuit and Métis, as well as African and African diasporic graduands. Created by artists deeply connected to the communities they represent, the stoles serve as powerful symbols of cultural identity, achievement and belonging, reflecting UNB's growing commitment to reconciliation, representation and inclusion.

### UPHOLDING EQUITY AND RESPECT: HREO CASE WORK OVERVIEW

The HREO remains committed to fostering a respectful, inclusive and equitable environment for all members of the university community. Over the past year, the office responded to 55 case consultations related to human rights, discrimination, harassment and equity. Several of these consultations progressed into formal or informal complaint processes, resulting in 7 cases being formally addressed through established procedures and investigations, and 10 cases being resolved informally through dialogue-based mediation.



### EXPANDING HUMAN RIGHTS AND EQUITY AWARENESS AND EDUCATION ACROSS THE UNB COMMUNITY

The HREO hosted 121 events this year, including panels, workshops and community gatherings, addressing topics such as antiracism, antisemitism, accessibility, Islamophobia and Indigenous rights. These initiatives engaged 1,630 participants across the UNB community.

### STRENGTHENING CAMPUS SUPPORT THROUGH EXTENSIVE CONSULTATION AND COLLABORATION

The HREO provided 169 consultations over the past year, offering guidance on human rights, equity, discrimination and harassment concerns raised across the university. In addition to direct case support, the office collaborated with 17 departments, units and individuals, helping integrate equity considerations into programs, policies and day-to-day practices. This cross-campus engagement reflects the HREO's growing role as a key partner in advancing a more inclusive and equitable institutional culture.

### DEEPENING COLLABORATION THROUGH COMMUNITY PARTNERSHIPS

The HREO engaged with 70 community groups and individuals at the local and national levels, building relationships that support shared learning, collaboration and community-informed approaches to equity and human rights. These connections helped the HREO broaden its reach, strengthen partnerships beyond the university, and ensure its work remains responsive to the diverse communities UNB serves.

### INFORMING EQUITY STRATEGIES THROUGH COMPREHENSIVE CULTURE REVIEW

The HREO partnered with Diversio to undertake a comprehensive assessment of inclusion, equity and workplace culture at UNB. This collaboration provided an indepth analysis of staff experiences, organizational strengths and areas requiring focused improvement. The insights gathered through this assessment will play a key role in shaping future policies, guiding strategic planning and informing targeted initiatives aimed at creating a more inclusive, equitable and supportive work environment for all UNB employees.



■ PILLAR 5

**A MODERN,  
INTEGRATED,  
SUSTAINABLE  
UNB**



We will open our doors even wider to the world, growing our enrolment and increasing our impact. We will keep environmental stewardship, climate adaptation and the reduction of our carbon footprint at the forefront of our planning.



WE WILL INVEST IN  
INFRASTRUCTURE RENEWAL  
AND EXPANSION, AND  
CONTINUE TO MODERNIZE  
OUR SYSTEMS AND  
STRUCTURES TO ENABLE  
CONTINUED SUCCESS  
IN RESEARCH, LEARNING  
AND TEACHING AND  
COMMUNITY ENGAGEMENT.

## KEY ACTIONS:

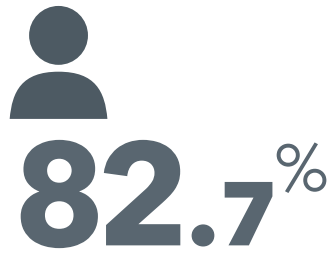
- Grow the student population to 15,000 across domestic, international, undergraduate, graduate, online and professional learners
- Lead sustainability and environmental stewardship across Canadian universities
- Reduce our liability in deferred maintenance by 50%
- Invest equitably and sustainably in an integrated one UNB, two-campus community
- Deliver vibrant campus communities with enhanced residence, collaboration and learning spaces



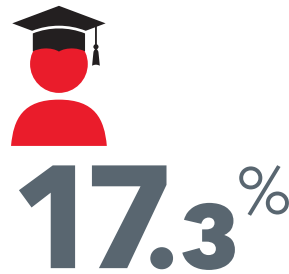
## GROW THE STUDENT POPULATION TO 15,000



**22.1%**  
INTERNATIONAL  
STUDENTS



**UNDERGRADUATE**  
**STUDENTS**  
(8,769)



**GRADUATE**  
**STUDENTS**  
(1,834)



## CAPITAL PROJECTS

SINCE 1996

**\$22.6M**

invested in an Energy Management Program (EMP) that is targeted to avoid **\$34.5M IN ENERGY UTILITY COSTS OVER THE NEXT 10 YEARS**



To date, we are trending better than projected and are expected to **EXCEED OUR TARGET BY**

**\$6.7M**

UNB HAS AVOIDED PRODUCING **99,920 METRIC TONNES OF CO<sub>2e</sub> THROUGH EMP PROJECTS**

CAPITAL PROJECTS



- \$0.19M** for Canadian Rivers Institute on the Saint John Campus Dry Lab Renewal
- \$0.20M** for Tunnel Top Upgrades on the Fredericton Campus
- \$0.21M** for Healing Garden
- \$0.43M** for Fire Alarm Upgrades on the Saint John Campus
- \$0.57M** for ITS Critical Infrastructure
- \$0.15M** for AV Upgrades
- \$0.185M** for Classroom Renewal

DEFERRED\* MAINTENANCE (DM)



- \$0.42M** HVAC and Damper Motor Renewal/Upgrades
- \$0.50M** Washroom Renewal
- \$0.09M** Roof Replacement
- \$0.15M** Water & Sewer Rehabilitation
- \$0.11M** Chimney Repairs
- \$0.13M** Control and Valve Renewal
- \$0.27M** Masonry and Brick Repairs
- \$0.24M** Sidewalk, Street and Parking Upgrades
- \$0.62M** Fire Alarm and Smoke Detector Renewal
- \$0.09M** Electrical Upgrades
- \$0.02M** Flooring Replacement

\*\* Between 2020-2025, we have completed \$50.03M of DM in reductions and spending. There have also been a several capital projects that have impacted DM, which are not included in past reports since the capital projects were not finished. This makes the total DM invested between 2020 and 2025 to be \$88.34M. Thus, we have completed 63% of the \$140.5M target.

\*Spent on DM

AS PART OF UNB TOWARD 2030, A TARGET OF 50% LIABILITY ON DEFERRED MAINTENANCE WAS ESTABLISHED.



The DM in 2020 was \$280.1M which means **INVESTING \$140.05M IS THE TARGET FOR 2030**

Between 2020-2025 **WE HAVE COMPLETED \$88.34M\*\*** reductions and spending



OF THE \$140.5M TARGET

## SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP

### ENERGY MANAGEMENT

- 243 energy management projects completed since 1996
- 49% GHG reduction on FR campus from baseline\*
- 41% GHG reduction on SJ campus from baseline
- 23% steam reduction on FR campus from baseline
- 19% steam reduction on SJ campus from baseline\*\*
- 29% water reduction on FR campus from baseline

\* UNBF GHG reduction increased marginally from last year due to biomass boiler taken offline for renewal.

\*\* UNBSJ Steam reduction increased marginally from last year due to HSIC construction heating.

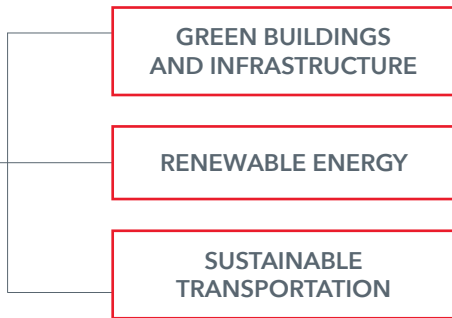
Note: Reporting percentage reductions from year-to-year to a baseline doesn't always show constant progressive improvement as some times the isn't as good as the year before. To be able to report improvement year over year, we have trend lined our data and calculated a "trended average reduction" rather than a simple instant in time 'reduction from baseline'. This will show more slow and continuous improvement rather than a potential up and down year after year.

### SUSTAINABILITY INITIATIVES AND PROGRESS

UNB Sustainability continued to advance campus-wide sustainability initiatives, including:

- 1 Comprehensive commuting Survey
- 2 recognition of Sustainability Research Champions
- 3 Coordination of Sustainability Month in October

This year saw the **LAUNCH OF THREE NEW SUSTAINABILITY LEARNING MODULES:**



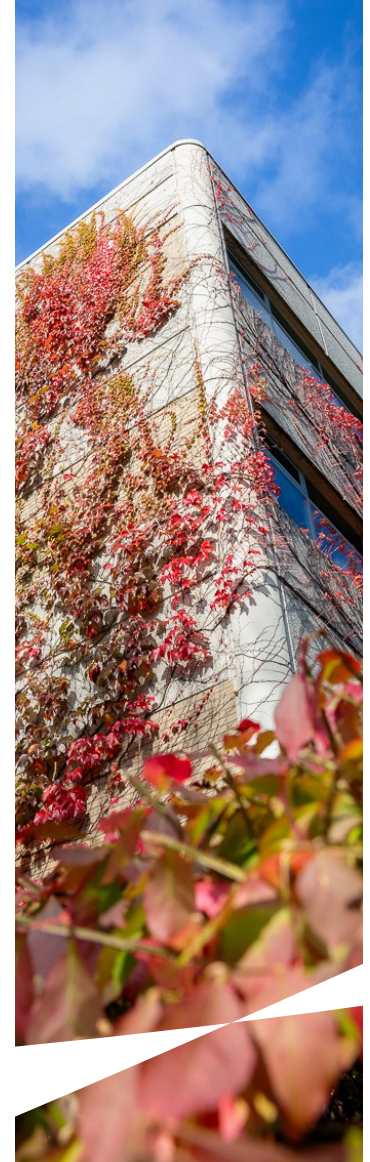
→ Holiday Free Store events diverted over 729 kg of goods from landfill in 2025.

→ Commissioning of the renewed Biomass Boiler is scheduled for late spring/early summer and will increase efficiency, reduce maintenance costs and support progress toward UNB's 2050 carbon neutrality goal.

→ In 2025, UNB completed a combined Fredericton and Saint John submission to STARS 3.0, maintaining a Silver Rating while improving its overall score. The STARS rating recognizes UNB's continued progress toward becoming a more sustainable institution.



UNB PARTICIPATED IN THE FIRST NATIONAL SUSTAINABLE DEVELOPMENT GOALS (SDG) MONTH, ALONGSIDE MORE THAN 2,000 INSTITUTIONS



## THE ROAD AHEAD

Over the past six years, you've likely heard me describe myself as an optimist. It's not a hard thing to be at UNB. I find myself surrounded by optimists at every turn - by people who look ahead with possibility in mind and who believe that even our toughest challenges can be met with creativity and determination.

There is a long history of optimists at UNB. What else would we consider our founders? That boldness, that belief in what education can unlock, is a part of who we have always been. From teaching the first engineering program in the country to founding Canada's first faculty of computer science, UNB has always responded to the needs of the time by providing the vision and expertise for tomorrow.

As we look toward our 250th anniversary in 2035, let us do so with a focus on who we aspire to be - secure in the knowledge that we stand on the shoulders of so many optimists who have come before us.

UNB will continue to evolve, just as it has for more than 241 years. What will remain constant are the principles that led to our founding: that higher learning matters, that it strengthens communities and that there is no challenge we cannot meet when commitment and passion come together.

I am genuinely excited to see what comes next- and deeply proud to be on this journey with all of you.

Forever **#ProudlyUNB**,



**Paul J. Mazerolle**  
President and Vice Chancellor





 **UNB**  
EST. 1785  
UNIVERSITY OF NEW BRUNSWICK